



## COMPETENCY ASSESSMENT SERIES

### ABC Org INTEGRATED REPORT



**DEVELOPED BY:**  
JvR PSYCHOMETRICS (PTY) LTD

**NAME:** Joe Sample  
**COMPANY:** ABC Org  
**GENDER:** Female  
**POSITION:**  
**DATE:**

#### **CONFIDENTIAL REPORT**

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## 1. INTRODUCTION

The candidate was requested to complete a variety of competency based simulation exercises. The exercises assessed various behavioural competencies drawn from the CAS Competency Model, which are necessary for the required position.

## 2. THE CAS V3 COMPETENCY MODEL

JvR Psychometric's CAS V3 Competency Model is based on the work of Arthur, Day, McNelly, and Edens (2003) and Borman and Brush (1993). Two comprehensive meta-analyses on competencies and optimal managerial performance were integrated to arrive at the current CAS competency model.

OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	COMPETENCY DEFINITIONS
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	WRITTEN COMMUNICATION	The ability to express ideas effectively in a written format.
		VERBAL COMMUNICATION	The ability to express ideas effectively in individual or group situations (including non-verbal communication).
		PRESENTATION SKILLS	The ability to effectively express oneself when presenting ideas or tasks to an individual or group (including nonverbal communication).
	CONSIDERATION / AWARENESS OF OTHERS	CONFLICT MANAGEMENT	The ability to effectively manage and resolve conflict situations in the workplace.
		INTERPERSONAL SENSITIVITY	The ability to be empathetic towards the needs and feelings of others.
		CLIENT RELATIONS	The ability to provide and maintain customer satisfaction.
		TEAMWORK	A genuine intention to work collaboratively towards a common goal.
MECHANICS OF MANAGEMENT/ ADMINISTRATIVE ACTIVITIES	DRIVE	DRIVE & COMMITMENT	The ability to stay with a position or plan of action until the desired objective is achieved or it is no longer reasonably attainable.
	ORGANISING & PLANNING	ORGANISING & PLANNING	The ability to establish courses of action for self and/or others.
		IMPLEMENTATION & CONTROL	The ability to implement plans and monitor progress through to completion.
	PROBLEM SOLVING	ANALYTICAL THINKING	The ability to systematically analyse information to identify main themes and their causal relationships.
		BUSINESS ACUMEN	The ability to understand the key business issues impacting on the success of the organisation.
		JUDGEMENT & DECISION MAKING	The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	LEADING OTHERS	The ability to lead, inspire and empower others to work towards a desired goal.
		NEGOTIATION	The ability to bargain between parties to reach agreement.
		PERSUASIVENESS	The ability to communicate in a convincing manner and to influence people.
	VISION & STRATEGY	STRATEGIC THINKING	The ability to distil large amounts of information into a higher order long term plan to achieve organisational success.

### 3. INDIVIDUAL COMPETENCY REPORT

The competencies that were assessed are listed below with their corresponding definitions and results obtained by the candidate in this exercise. The scores reflected below is the average score per competency over all the completed exercises. Please also note that the competencies Teamwork, Drive and Commitment and Strategic Thinking were not measured in this simulation battery.

OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	<b>WRITTEN COMMUNICATION</b> The ability to express ideas effectively in a written format.				
		<b>VERBAL COMMUNICATION</b> The ability to express ideas effectively in individual or group situations (including non-verbal communication).				
		<b>PRESENTATION SKILLS</b> The ability to effectively express oneself when presenting ideas or tasks to an individual or group (including non-verbal communication).				
	CONSIDERATION / AWARENESS OF OTHERS	<b>CONFLICT MANAGEMENT</b> The ability to effectively manage and resolve conflict situations in the workplace.				
		<b>INTERPERSONAL SENSITIVITY</b> The ability to be empathetic towards the needs and feelings of others.				
		<b>CLIENT RELATIONS</b> The ability to provide and maintain customer satisfaction.				
INTERPERSONAL FACILITATION & COMMUNICATION	ORGANISING & PLANNING	<b>ORGANISING &amp; PLANNING</b> The ability to establish courses of action for self and / or others.				
		<b>IMPLEMENTATION &amp; CONTROL</b> The ability to implement plans and monitor progress through to completion.				
	PROBLEM SOLVING	<b>ANALYTICAL THINKING</b> The ability to systematically analyse information to identify main themes and their causal relationships.				
		<b>BUSINESS ACUMEN</b> The ability to understand the key business issues impacting on the success of the organisation.				
		<b>JUDGEMENT &amp; DECISION MAKING</b> The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.				
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	<b>LEADING OTHERS</b> The ability to lead, inspire and empower others to work towards a desired goal.				
		<b>NEGOTIATION</b> The ability to bargain between parties to reach agreement.				
		<b>PERSUASIVENESS</b> The ability to communicate in a convincing manner and to influence people.				

#### 4. DETAILED ITEM COMPETENCY RATINGS

As competencies can look different in varying contexts, it is valuable to report your specific ratings across the various assessment exercises that you were assessed on (i.e., in-basket, presentation and role-play). For example a person can illustrate good Interpersonal Sensitivity in an interactive format (e.g., role-play) but have some difficulty displaying it in a written format (e.g., in-basket). This format allows you to tailor your individual development plan to meet your specific development areas.

As you often find varying degrees of performance on different elements of a competency, the scoring entails rating specific behavioural indicators with either a 1, 2, 3, 4 or No Evidence. The table below explains these ratings:

Rating	Meaning
4	Strength - you displayed more evidence than what was required.
3	Adequate - you displayed effective behaviour and thus competence.
2	Coaching Required - you displayed competence in some aspects, but require development in others.
1	Development Required - you did not display effective behaviours, development is suggested.
No Evidence	You did not display the necessary behaviours and this could mean one of two things: 1. That you have the skill but did not demonstrate it, or 2. That you do not have this skill as yet and it could therefore be considered an area for development.

#### 1 WRITTEN COMMUNICATION - The ability to express ideas effectively in a written format.

##### OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
<p><b>STRENGTHS</b> Joe were able to clearly communicate his point and did this in a logical and systematic manner. He also used a writing style that was appropriate to the given context - which was as an operations manager in a specific organisations called MetroBank.</p>		<p><b>KEY AREA OF IMPROVEMENT</b> Joe at times made some spelling mistakes for instance: item 3 he used discusses instead of discussions item 7 where he used thesee instead of these and in item 5 where he used ideass instead of ideas.  He also constructed a couple of sentences a bit difficult for instance: item 4 he said "we need to st with both you and investigate" item 4 "very unfortunate that you in this situation" item 7 "I don't believe this is an effective of addressing the issues"  It should be mentioned that these were not the common occurrence in Joe's responses and is therefore not highlighted as an area of development - but when under pressure, Joe could perhaps pay some attention to the</p>		

##### DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
IN-BASKET	Written communication is clear and to the point					
	Uses a writing style that is appropriate to the context					
	Uses a logical and systematic writing style					
	Uses appropriate grammar and punctuation					

**VERBAL COMMUNICATION** - The ability to express ideas effectively in individual or group situations (including non-verbal communication).

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
PRESENTATION	Expresses self clearly and concisely					
	Message was logically structured and communicated					
	Uses appropriate language for the intended audience					
	The message was portrayed and aimed at the goals of the exercise					
	Displays appropriate body language					
ROLE PLAY	Expresses self clearly and concisely (can hear what they are saying)					
	Information is presented in a logical and structured fashion (can understand what they are saying)					
	Uses appropriate language for the intended audience					
	Demonstrates effective listening					
	Displays appropriate body language					



**PRESENTATION SKILLS** - The ability to effectively express oneself when presenting ideas or tasks to an individual or group (including non-verbal communication).

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
PRESENTATION	Captures and holds the audience's attention					
	Pitches presentation at appropriate level					
	Conveys message clearly and effectively					
	Creates a structure for the presentation					
	Displays appropriate non-verbal behaviour					

## OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

## DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 2.2)</b>	Considers all relevant information pertaining to Metro Bank as well as Chilli Red					
	Shows an understanding of the different perspectives of the conflicting parties					
	The suggested action(s) takes a calm and objective approach					
	Suggested actions would promote the reaching of a resolution					
	Shows an understanding of the possible consequences of conflict in the given situation					
<b>ROLE PLAY (Item 1)</b>	Communicates openly and respectfully when addressing problems with others					
	Demonstrates respect for others opinions					
	Deals effectively with the board member when he/she becomes confrontational					
	Openly recognises differences in opinions					
	Looks for a win-win solution					
	Uses appropriate interpersonal styles and methods to reduce conflict between himself/herself and the board member					

5 **INTERPERSONAL SENSITIVITY** - The ability to be empathetic towards the needs and feelings of others.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 3)</b>	Shows sensitivity in their response to Miles					
	Shows care in choice of words					
	In their response, candidate appeared to be open and approachable					
	Acknowledges others' viewpoints					
	Encourages co-operation					
<b>IN-BASKET (Item 4)</b>	Showed sensitivity in response to Tandi					
	Shows care in choice of words					
	In their response, candidate appears to be open and approachable					
	Acknowledges others' viewpoint					
	Encourages co-operation					
	Remains objective in dealings with Tandi					



OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 6)</b>	Shows an understanding of the possible needs of clients					
	Suggestions provided by the candidate are aimed at meeting client expectations					
	In the suggestions made, candidate displayed an awareness of having respect for clients					
	The suggestions were aimed at building a collaborative relationship with clients					
	Through the suggestions, the candidate appears to be open and approachable					
<b>PRESENTATION (Item 2.1)</b>	Anticipates the client's needs and concerns					
	Approach proposed to Alex is respectful, engaging, and focussed on problem solving					
	Attempts to maintain a collaborative relationship with the client					
	Suggestions made were aimed at meeting the expectations of the client					
	Illustrates respect for the client's complaint and needs					

## OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

## DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 2.3)</b>	Clearly specifies goals and objectives of suggested actions					
	Establishes priorities					
	Assessing and organising available resources to ensure the execution of suggested actions					
	Includes contingency plans where necessary					
	Indicates people responsible for various tasks or delegates if necessary or appropriate					
<b>IN-BASKET (Item 5)</b>	Clearly specifies goals and objectives					
	Establishes priorities					
	Assesses and organises available resources					
	Includes contingency plans where necessary					
	Includes responsibilities for people where necessary					

8 **IMPLEMENTATION & CONTROL** - The ability to implement plans and monitor progress through to completion.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 6)</b>	Assigns specific roles to individuals to ensure completion of both initiatives					
	Delegates and sets appropriate parameters for the completion of both initiatives					
	Establishes feedback mechanisms					
	Provides measures to continuously monitor progress					
	Sets appropriate timelines for completion of tasks					

**ANALYTICAL THINKING** - The ability to systematically analyse information to identify main themes and their causal relationships.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 1)</b>	Grasps the key elements of the problem(s) with regards to the budget figures		■			
	Understands the links between elements		■			
	Systematically considers details and facts pertaining to the stated problem				■	
	Understands relevant causes for the problems at hand	■				
	Weighs consequences of various suggestions			■		
<b>IN-BASKET (Item 7)</b>	Grasps the key elements of the problem(s)		■			
	Understands the link between elements		■			
	Demonstrates ability to summarise pros and cons with regards to outsourcing		■			
	Demonstrates ability to summarise pros and cons with regards to staying with current service provider		■			
	Systematically considers relevant details and facts			■		
<b>PRESENTATION (Item 1.1)</b>	Systematically discusses pros and cons of both staying and moving from the current supplier		■			
	Shows an understanding of different links between the elements pertaining to the current problem		■			
	Shows an understanding of the long term effects of the various options presented		■			
	Shows an understanding of consequences of both available options		■			
	Shows an understanding of the key elements of the problem at hand			■		

**BUSINESS ACUMEN** - The ability to understand the key business issues impacting on the success of the organisation

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 1)</b>	Identifies the problems impacting the competitiveness of Metro Branch Bank from a business perspective					
	Understands the forces impacting on profitability and sustainability within Metro Bank					
	Weighs the impact and consequences of various issues for staying competitive and sustainable					
	Suggests actions aimed at staying competitive and cutting costs					
	Takes various sources, such as budget figures, into account					
<b>PRESENTATION (Item 1.1)</b>	Demonstrates an understanding of how the pros of both options could impact the profitability and sustainability of the organisation					
	Demonstrates an understanding of how the cons of both options could impact the profitability and sustainability of the organisation					
	Diagnoses the problems from a business perspective (i.e. work disruption, cost, saving etc.)					
	Makes appropriate conclusions regarding the profitability and growth of the company					
	Reasoning is based on sound business arguments and points of departure					

**JUDGEMENT & DECISION MAKING** - The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 2.1)</b>	Evaluates all relevant information		■			
	Considers various alternatives, courses of action and stakeholders			■		
	Suggests a course of action			■		
	Suggestions made were based on evidence and reasoning		■			
	Displays an understanding of implications of decisions or suggestions made	■				
<b>IN-BASKET (Item 4)</b>	Evaluates all relevant information		■			
	Considers various alternatives, courses of action and stakeholders	■				
	Suggestions made were aimed at addressing the situation at hand			■		
	Suggestions were based on evidence and reasoning			■		
	Understands implications of suggested actions			■		
<b>IN-BASKET (Item 7)</b>	Evaluates all relevant information		■			
	Considers various alternatives, courses of action and stakeholders		■			
	Understands implications of actions			■		
	Makes a suggestion based on the situation at hand			■		
	Provides evidence to support suggestion made			■		



**JUDGEMENT & DECISION MAKING** - The ability to evaluate information and carefully consider a wide range of possibilities and implications when making sound decisions.

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>PRESENTATION (Item 1.2)</b>	Considers various consequences and implications for the recommendation made					
	Understands the causal relationships in the elements pertaining to this item					
	Demonstrates ability to make decisions, even when presented with tough decisions and conflicting considerations					
	Makes feasible suggestions to manage stakeholder relationships					
	Provides sound rationale for recommendations made					
<b>PRESENTATION (Item 2.1)</b>	Considers relevant information, such as finance and client relations, in their response					
	Considers various options and alternatives to address and solve the client situation					
	Refrains from making unqualified or unrealistic promises to client					
	Understands implication of decisions and provides reasons for making them					
	Employ collaborative decision-making style					

12 **LEADING OTHERS** - The ability to lead, inspire and empower others to work towards a desired goal.

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 5)</b>	Provides direction to the group					
	Displays a willingness to be personally committed to improve the current organisation climate					
	Generates and promotes co-operation within the group					
	The conveyed message is inspiring and motivating					
	Motivates and promotes the suggested strategy					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 2.2)</b>	Considers the position of Chilli Red in the situation					
	Identifies points of agreement or disagreement between MetroBank and Chilli Red					
	Presents and explores alternatives that could be implemented to avoid legal action					
	Suggestions are focused on the set objectives					
	Suggestions made would promote the possible reaching of agreement between Chilli Red and Metro Bank					
<b>ROLE-PLAY (Item 1)</b>	Candidate attempted to explore and understand the position of other parties					
	Candidate identified points of agreement and disagreement between themselves and the other involved parties					
	Presented and explored alternatives presented by other parties involved					
	Kept discussion focussed on objective					
	The approach implemented by the candidate could promote the reaching of agreement					

OVERALL STRENGTHS AND AREAS OF DEVELOPMENT

DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH	NO EVIDENCE
STRENGTHS		KEY AREA OF IMPROVEMENT		

DETAILED ASSESSMENT SUMMARY

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>IN-BASKET (Item 3)</b>	Conveys message in a convincing manner					
	Response promotes gaining the agreement from others					
	Provides rationale for their point or position					
	Demonstrates confidence in their own conviction					
	Message is aimed at the concerns and reservations of target audience					
<b>PRESENTATION (Item 1.2)</b>	Conveys message in a convincing manner (trying to persuade)					
	Argues their point with supporting arguments and reasoning					
	Message is appropriate for the situation as well as the objective of the exercise					
	Displays appropriate choice of words for getting buy-in from others					
	Approach followed is likely to promote gaining agreement from others					
<b>PRESENTATION (Item 2.2)</b>	Provides valuable guidance to Alex in terms of how to persuade					
	Provides supporting arguments and reasoning to guide Alex in his discussion with the client					
	Message proposed is appropriate for the situation as well as the objective of the exercise					
	Suggests appropriate choice of words and behaviour for getting buy-in from the client					
	Proposed approach would possibly leave client with positive impressions even if mutually beneficial goals are not reached					

EXERCISES UTILISED	KEY BEHAVIOUR	Rating Scale				
		Development Area	Coaching required	On-target/Acceptable	Strength	No evidence
<b>ROLE-PLAY (Item 1)</b>	Conveys message in a convincing manner (trying to persuade)					
	Argues their position with supporting arguments and reasoning					
	The approach followed by the candidate was aimed at obtaining the objective of the exercise (which is to persuade the board of directors to not start a restructuring initiative)					
	The approach followed by the candidate was appropriate for the situation					
	Displays feasible choice of words and behaviour aimed at getting buy-in from others to not start a restructuring in Metro Branch Bank					

## 5. RECOMMENDED LEARNING INTERVENTIONS

Overall the outcomes of your Assessment Centre in most of the competencies indicate acceptable competence. Leverage on these areas as they are critical in both management and leadership roles. It should be noted that for the competencies "Negotiation" as well as "Conflict Management", no evidence was displayed to enable the assessors to rate competence. As a result conclusions cannot be drawn regarding whether these are strengths or development areas. Nevertheless; some pointers have been provided on development activities for consideration - various recommendations have been made in the discussions above for each competency individually. For feedback to be effective it is recommended to get various action steps that can be tracked and monitored to ensure development in these areas. Progress should also be tracked against a timeline for completion of development initiatives. Because these development activities could be very context specific - we would recommend identifying aspects important for job success and effectiveness. These can be discussed, agreed on and written in the box below in order for the candidate to know what would be expected on them. (TO BE PERSONALISED FOR EACH CANDIDATE)

## 6. CONCLUSION

Current psychological theory suggests that the best development processes are where one leverages one's strengths to mitigate one's development areas. Competency based assessment provides individuals with opportunities to display various competencies by simulating typical working environments. This is quite different from personality questionnaires which are based on self-report. So in essence, this report is based on your behaviour as opposed to your personality.

Thank you for your time taken to participate in this assessment and development process. We trust that you will find the feedback useful and enriching.



